

EXHIBIT 91

Open in app ↗

Sign up

Sign In



Search

Write



An Interview with Allison Barr Allen, Head of Global Product Operations on the Money Team at Uber



Jess Li · [Follow](#)

Published in Elpha Conversations · 4 min read · Jul 17, 2019



38





I spoke with Allison Barr Allen, Head of Global Product Operations on the Money Team at Uber.

Allison attended Northwestern University, where she initially sought to pursue medicine. Following graduation, she joined PwC in their healthcare consulting practice and intended to attend medical school after. But once she began working, she realized she was more excited by the corporate and

professional environment than she was about jumping right back into school.

Her brother was a self-taught frontend developer who was very involved in startups at the time. Inspired by his work, Allison began exploring the startup landscape more broadly and left PwC to join Uber in Chicago in 2014.

Allison's first role at Uber was in driver operations where she gained exposure to all aspects of the core business and was involved in tasks ranging from driver support to communications to marketplace planning to on demand deliveries. She found that drivers were able to generate income more quickly, opening up financial empowerment opportunities for previously underserved populations. Even seemingly minor payment details, such as the frequency of payment delivery (with Uber paying weekly rather than the biweekly industry standard), had major positive implications for current and future drivers. Allison quickly realized that payments were a critical element behind Uber's transformative business and sought to be further engaged in the department.

With this realization, Allison moved to the Money Team at Uber in San Francisco where she started as a Product Operations Manager for Driver Payments, launching Uber's first Driver Debit Card with Instant Pay and helping align business strategy and product planning. Now, Allison manages a Product Ops team of 11 across Payments, Risk, and Financial Products, who focus on operationalizing global business strategies. This includes launching and scaling diverse products, such as such as new payment methods for riders and drivers (e.g. Apple Pay), internal payments tools, compliance initiatives, and financial products.

Allison shared her advice and insight on accelerating career trajectories, leading teams, the importance of corporate culture, and work life balance:

Prioritize and be proactive. Rather than mindlessly putting in endless hours of work, identify and engage with the projects with highest business impact where you can add the most value. When you find a problem or issue, even if it is outside of your explicit focus, think through solutions and demonstrate your proactivity through providing thoughtful recommendations.

Invest in building relationships. Much of success in business comes down to having genuine, meaningful relationships with other teams within your company and other people in the field more broadly. Carve out time deliberately to cultivate and grow these connections. When leading others, make an effort to understand your team and what motivates them. Make sure their work is aligned with their goals, interests, and strengths to optimize their experience and output. Show your team the impact they are creating and how their value add fits into the big vision to help them find greater meaning and direction in their work.

Be intentional in creating diverse teams. Culture ultimately comes down to hiring good and genuine people, but frequently, the best talent may not necessarily be the easiest to find. Women generally do not apply for jobs as proactively as men. It may seem easiest to hire from your direct network and look at the most vocal, visible candidates, but it is crucial to be more intentional through looking outside the immediately obvious areas and reaching out to promising candidates who may otherwise not think to apply. In this way, you create diverse teams with well-rounded skill sets.

Get operational experience. Immerse yourself in the fast paced, diverse work of startups. In these roles, you gain unbeatable hands on experience in

a wide range of tasks and types of problem solving. These ultimately help you better understand yourself and craft an ideal career path. To find promising startups, look for ones that have recently raised a Series A or B from top investors and, of course, one with a mission that resonates with you.

View career progression as a marathon rather than a sprint. Too often, there is a glamorization of sleep deprivation and competition for the greatest number of hours worked. While work life balance may mean different things for different people, ultimately, the resulting burnout is the most likely result. Very quickly, you will begin to see diminishing marginal product of hours worked. Instead, focus on improving a little each day to sustain yourself, your team, your work, and your life. Pick what you are most passionate about in and outside of work and prioritize these pursuits.

Allison highlights the importance of taking a balanced, engaged, and people driven approach to crafting our career and life paths. Let us know how you are creating and inspiring similar perspectives on leadership and professional development in your teams and workplaces!

Startup

Uber

Fintech

Women In Tech

Career Advice



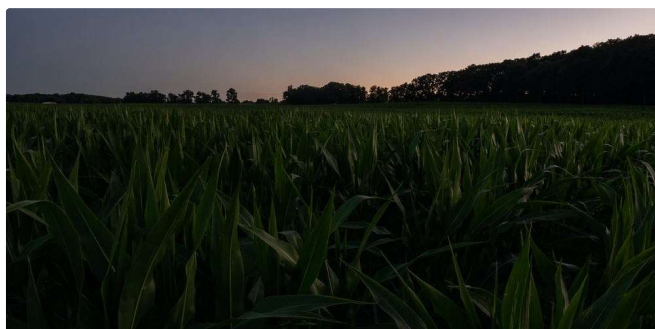
Written by Jess Li

Follow

856 Followers · Editor for Elpha Conversations

Chief of Staff at Beacons | Harvard alum | <https://beacons.ai/jessicali>

More from Jess Li and Elpha Conversations



Jess Li

I'm leaving VC; this is what I didn't expect to learn

This month, I left venture capital to move to the operating side in a growth marketing rol...

12 min read · Sep 28, 2020



1.1K



6



Jess Li in Elpha Conversations

Yusra Mardini grew up in Damascus, Syria.

They first traveled to Istanbul, and then from the Turkish coast, boarded an overcrowded...

4 min read · Jan 7, 2020



41





 Andrea Mazzocchi in Elpha Conversations

Meet Dr. Theresa Johnson—from Stanford PhD to data scientist,...

Highlights from the AMA with Dr. Theresa Johnson on Elpha

4 min read · May 2, 2019



 Jess Li in Harvard in Tech

Harvard in Tech Spotlight: Yuhki Yamashita, VP of Product at Figma

Earlier this year, I had the chance to speak with Yuhki Yamashita '11 and VP of Product a...

5 min read · Feb 2, 2021

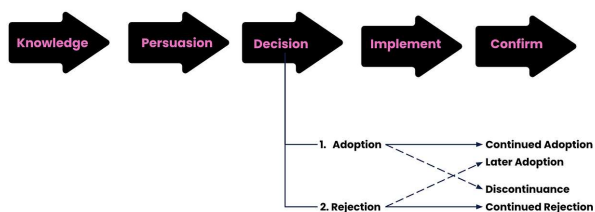


See all from Jess Li

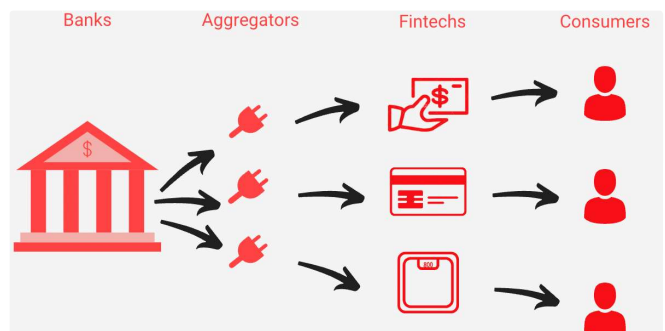
See all from Elpha Conversations

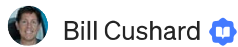
Recommended from Medium

Five Stages of the Innovation-Decision Process



Source: Diffusion of Innovations, by Everett Rogers. Chapter 5.





Bill Cushard

Product adoption is a process and a timeline

I think our attitudes about product adoption are too small. Tactical. We are not considerin...

3 min read · Oct 19



55



Chris Millisits

The Four Horsemen of the Digital Payments Revolution: Open...

Part 2 of a 4-part series covering four emerging Fintech technologies that will...

10 min read · May 2



103



1



Lists



Business 101

25 stories · 434 saves



How to Career Plan When You've Already Started a...

10 stories · 146 saves



How to Find a Mentor

11 stories · 240 saves



Intro to People Ops: Not Your Mama's HR

8 stories · 35 saves

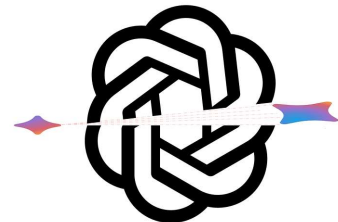


Dr. Ashish Bamania in Level Up Coding

Google Rejected Max Howell(Creator Of Homebrew) Fo...

Can you solve this Google interview question?

★ · 4 min read · Oct 3



AL Anany

The ChatGPT Hype Is Over—Now Watch How Google Will Kill...

It never happens instantly. The business game is longer than you know.

★ · 6 min read · Sep 1

 6.1K  66



 16.5K  489



Cornerstone	Adam Miller	2011	\$310,000	\$0	\$3,004,291	\$3,774,291
Cvent, Inc.	Rajeev Aggarwal	2013	\$365,796	\$97,020	\$803	\$463,619
Demandware	Thomas Ebling	2012	\$275,000	\$0	\$211,680	\$486,680
Fitbit	James Park	2014	\$221,179	\$80,000	\$7,543,446	\$7,844,625
Five9, Inc.	Michael Burkland	2014	\$366,212	\$49,462	\$1,932,377	\$2,348,051
GoPro	Nicholas Woodman	2014	\$800,000	\$1,003,200	\$49,591	\$1,852,791
HortonWorks	Robert Bearden	2013	\$166,667	\$166,667	\$727,292	\$1,060,626
Hubspot	Brian Halligan	2013	\$238,183	\$1,212	\$132,376	\$371,771
Instructure	Joshua Coates	2015	\$1	\$0	\$0	\$1
Intralinks	J. Andrew Damico	2010	\$325,000	\$227,000	\$11,921	\$563,921
Jive Software, Inc.	Anthony Zingale	2011	\$255,769	\$0	\$2,761,632	\$3,017,401
Lifelock	Todd Davis	2012	\$408,462	\$0	\$239,277	\$647,739
LinkedIn	Jeffrey Weiner	2010	\$250,000	\$1,242	\$211,055	\$462,297
LivePerson Inc.	Robert Loscascio	2000	\$108,000	\$50,000	\$0	\$158,000
LogMeIn, Inc.	Michael Simon	2009	\$265,000	\$299,118	\$72,686	\$636,804
Marin Software	Christopher Lien	2013	\$275,000	\$0	\$2,735,708	\$3,010,708
Marketo	Phillip Fernandez	2012	\$325,000	\$308,750	\$1,852,900	\$2,486,650
Match Group	Sam Yagan	2016	\$500,000	\$600,000	\$3,719,992	\$4,819,992
Medidata Solutions	Tarek Sherif	2009	\$360,000	\$448,000	\$58,136	\$866,136
MindBody	Richard Stollmeyer	2014	\$360,000	\$106,484	\$699,668	\$1,166,152
Moderna, Inc.	Robert Talbot	2014	\$378,000	\$0	\$13,500	\$391,500

 Tereza Machackova


A free onboarding template for those 3 followers who always like...

Today, I want to share how I approached getting the onboarding process right or...

8 min read · Sep 3

 46 



 Sammy Abdullah

CEO Salaries in SaaS

We've seen a wide range of CEO salaries in our portfolio, from as low as \$35k annually to...

3 min read · Oct 19, 2022

 895  16



See more recommendations